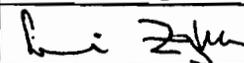
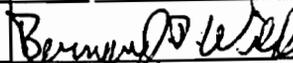


A.I.D. EVALUATION SUMMARY - PART I

1. BEFORE FILLING OUT THIS FORM, READ THE ATTACHED INSTRUCTIONS.
 2. USE LETTER QUALITY TYPE, NOT "DOT MATRIX" TYPE

IDENTIFICATION DATA					
A. Reporting A.I.D. Unit: Mission or AID/W Office <u>USAID/Chad</u> (ES# <u>88-2</u>)		B. Was Evaluation Scheduled in Current FY Annual Evaluation Plan? Yes <input checked="" type="checkbox"/> Slipped <input type="checkbox"/> Ad Hoc <input type="checkbox"/> Evaluation Plan Submission Date: FY <u>88</u> Q <u>4</u>		C. Evaluation Timing Interim <input checked="" type="checkbox"/> Final <input type="checkbox"/> Ex Post <input type="checkbox"/> Other <input type="checkbox"/>	
D. Activity or Activities Evaluated (List the following information for project(s) or program(s) evaluated; if not applicable, list title and date of the evaluation report.)					
Project No.	Project /Program Title	First PROAG or Equivalent (FY)	Most Recent PACD (Mo/Yr)	Planned LOP Cost (000)	Amount Obligated to Date (000)
677-0051	PVO Development Initiatives	1985	9/89	12,725	12,685

ACTIONS			
E. Action Decisions Approved By Mission or AID/W Office Director Action(s) Required		Name of Officer Responsible for Action	Date Action to be Completed
1) Extend the Project Assistance Completion Date to December 31, 1992.		AID/REP	1-31-89
2) Modify the Cooperative Agreements of CARE, VITA, ORT, and Africare to extend the terminal dates to 9/30/91 and incorporate workplans that provide for the implementation of appropriate recommendations in the evaluation.		RCO	3-31-89
			(Attach extra sheet if necessary)

APPROVALS				
F. Date Of Mission Or AID/W Office Review Of Evaluation:				
	(Month)	(Day)	(Year)	
G. Approvals of Evaluation Summary And Action Decisions:				
	Project/Program Officer	Representative of Borrower/Grantee	Evaluation Officer	Mission or AID/W Office Director
Name (Typed)	Samir Zoghby		William Deese	Bernard D. Wilder
Signature				
Date	12/01/88		12/1/88	12/1/88

ABSTRACT

H. Evaluation Abstract (Do not exceed the space provided)

The project purpose is to assist small farmer production and supportive private sector activities having demonstration and institutional development effects in the Sahelian zone. CARE, Africare, VITA and ORT are implementing the project, which includes transfer of agricultural technologies and a credit program for small enterprises. A REDSO/WCA, USAID/PSC, USDA team conducted this planned midterm evaluation (4/88-5/88) based on document review, interviews and site visits. The purpose of the evaluation was to determine if project implementation was proceeding as planned and to make recommendations to improve project performance.

Lessons learned and key conclusions are:

- The PVO umbrella mechanism is a useful approach to identification of interventions with good follow-up potential, particularly in countries with a history of strong PVO involvement. In general, the PVOs are making adequate progress toward their objectives.
- In this type of umbrella project, subproject development and approval will be as lengthy as the usual A.I.D. project design cycle.
- Although the business climate has not been totally adverse, problems in marketing agricultural produce have constrained more rapid adoption of agricultural technologies.

Major recommendations for the remainder of the project are:

- The PACD should be extended for two more years due to the lengthy start-up;
- The PVOs should move from experimentation to extension of available interventions that have already proved to be sustainable and replicable, such as water management and agronomic interventions; and
- PVOs should look for opportunities to establish private sector linkages and concentrate on activities not requiring continuing presence of the GOC after the PACD; concurrently, however, PVOs should make a greater effort to develop Chadian extension staff.

COSTS

1. Evaluation Costs

1. Evaluation Team		Contract Number OR TDY Person Days	Contract Cost OR TDY Cost (U.S. \$)	Source of Funds
Name	Affiliation			
William Brooke Stallsmith, Econ/Team leader USAID/Chad		AID 677-0090 S-00-6003	29,500	Project
Amal Rassam, Social Athropologist, REDSO/WCA		19	6,400	Project
Djime Adoum, Agronomist, USDA		24	7,000	Project
Rober Hanchett, Engineer, REDSO/WCA		19	-	-
Jeffrey Goodson, Geographer/Ecologist, REDSO/WCA		18	-	-
- Logistic Support		-	1,400	Project

2. Mission/Office Professional Staff Person-Days (Estimate) _____ 20	3. Borrower/Grantee Professional Staff Person-Days (Estimate) _____ 15
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A.I.D. EVALUATION SUMMARY - PART II

SUMMARY

J. Summary of Evaluation Findings, Conclusions and Recommendations (Try not to exceed the three (3) pages provided)

Address the following items:

- | | |
|--|--|
| <ul style="list-style-type: none"> • Purpose of evaluation and methodology used • Purpose of activity(ies) evaluated • Findings and conclusions (relate to questions) | <ul style="list-style-type: none"> • Principal recommendations • Lessons learned |
|--|--|

Mission or Office:

Date This Summary Prepared:

Title And Date Of Full Evaluation Report:

USAID/Chad

9/15/88

Mid-Term Evaluation Chad PVO Development Initiatives Project

Project Objectives and Background

The project goal is to increase Chad's food production and its availability to the deprived and lay groundwork for more profound agricultural development. The project purpose is to assist small farmer production and supportive private sector activities having demonstration and institutional development effects in the Sahelian zone. The project was intended to benefit Chadians previously subject to famine and to bridge emergency relief actions with long-term development efforts. Due to the lack of a previously developed technological package that could be readily extended to the Sahelian farmer, the project supported experimentation with different technologies with the aim of further developing the most promising ones. USAID decided to implement the project through PVOs as several were already working in-country, and the project could profit from their experience. Also, it would not add a management or recurrent-cost burden to the financially strapped Chadian Government (GOC).

The CARE subproject, funded at \$3.98 million, comprises agronomic, water management, and agroforestry activities in externally and internally drained wadis in the northern Sahelian zone and irrigated perimeters along the Chari and Logone rivers in the southern Sahelian zone. Inputs have been provided in a quality manner, but the staff is over-extended because of the distance between project sites. Progress has been greater in the externally drained wadis and the irrigated perimeters due to more favorable environmental conditions. Agronomic and water management interventions have yielded better results than agroforestry.

The Africare subproject, funded at \$2.84 million, consists of a range of agronomic, water management and forestry interventions. Despite slow subproject design and some problems in supplying adequate inputs, substantial progress has been made towards achieving outputs. Successful interventions include construction of water catchments, promotion of drought-resistant varieties of millet and cowpeas, and development of an animal-traction waterlifting system called the "dalou."

The Organization for Rehabilitation through Training (ORT) subproject, funded at \$2.593 million, is attempting to increase food production in wadis in a northern Sahelian subprefecture while maintaining or improving soil quality. As the only PVO without an active program in Chad, ORT suffered logistical problems that delayed start-up. Poor relations with GOC counterpart agencies have hampered progress in some areas. The agronomic interventions have been the most successful, and pump activities in wadis the least successful.

The VITA program, funded for \$1.2 million, makes credit and technical assistance available to small urban and rural enterprises and is seeking to

incorporate the program into the Chadian financial system. VITA has provided the necessary inputs, but decreased demand for credit and low repayment rates raise doubts about the long-term viability of the program. VITA has been successful however in exporting vegetables on an experimental basis.

Purpose for Evaluation

This midterm evaluation was undertaken to verify the continuing validity of the project design, to make recommendations to facilitate achievement of the project purpose and to assess the merit of the different interventions. A five-person team performed the evaluation based on a review of both general and PVO-specific documents; interviews with USAID, GOC, and PVO personnel and beneficiaries; and site visits.

Findings and Conclusions

The PVO umbrella mechanism is a useful means to identifying interventions, has good follow-up potential, and is particularly effective in countries with a history of strong PVO involvement. Initial assumptions leading to the selection of the PVO mode of assistance remain valid.

Although the business climate has not been totally adverse, the lack of market outlets for selling agricultural products has been a more serious impediment to increased agricultural production than was foreseen during project design. Increased agricultural production cannot be sustained without stable and available markets for agriculture products. New technologies cannot be adopted on a broad scale unless markets can supply the necessary factors of production. Credit components are particularly sensitive to changes in market conditions. Unexpected increases in borrowers' production costs or revenue decreases because of inability to market production on favorable terms can undermine repayment rates and hence a credit program's viability. Market studies and market development should be an integral part of any agricultural production or small business credit program in Chad.

The Project has spurred the development of some promising water management technologies. Africare has developed and adapted an animal-traction waterlifting system called the "dalou" that seems to be both affordable and replicable at the farmer level. They have also developed a type of water catchment that, when constructed across wadi beds, retains seasonal flows and can increase agricultural production but requires more capital investment and supervision than is typically available at the village level. CARE has been successful in expanding agricultural production in riverine areas by refining irrigation plots and lining canals to prevent infiltration and water loss. ORT has adapted the tube well to local conditions. One particular innovation combines a below-ground piston device with an above-ground rocker mechanism of the traditional "shadouf."

Agronomic interventions have been positive without yielding radical breakthroughs. In the northern Sahelian zone, CARE has set up an experimental farm for varietal trials and training extension agents and farmers. In the southern Sahelian zone, the focus has been on on-farm trials and farmer training. CARE has been careful not to promote new technologies to the exclusion of traditional technologies in case of disaster and failure of the new technology. ORT is undertaking various agronomic experiments with volunteer farmers. Africare has successfully introduced drought-resistant

varieties of traditional cereals.

The most promising food crop production strategy is maximizing the use of irrigation in floodplains and terraces along the Chari and Logone rivers. Because of the harsh environment, food production strategies in the Northern Sahel have proved difficult. On one hand, efforts to grow crops on dunes have not been successful, and irrigation greatly increases the probability of success. On the other hand, this zone's marginal productivity does not justify investment in motorized pumps, and the yield from hand pumps is low. Agricultural production seems promising only in the relatively productive wadis in this zone.

Agroforestry activities have only been partially successful. Fruit tree production and nursery development have been the most promising, with dune stabilization the least promising. Insecure land tenure and tree ownership as well as farmer attitudes have constrained further adoption of these technologies.

When adequate baseline data do not exist, hard data should be collected as part of the initial proposal, and data collection efforts should continue throughout the project.

Recommendations

The PACD should be extended for two years until September 30, 1991.

The PVOs should increase information exchange and collaboration among themselves. Specifically, CARE and ORT could profit by extension of the "dalou" waterlifting system developed by Africare; CARE could benefit from ORT's data collection activities, and ORT could learn some lessons in forestry and agronomy from CARE.

The PVOs should shift their focus from experimentation to extending available interventions that are sustainable and replicable now. These include: improved irrigation layouts, clay canal linings, furrow planting techniques, crop spacing arrangements, improved manure use, confined aquifer tapping to improve well recharge, the "dalou" water lifting system, and improved varieties of cereals. Ancillary activities, such as motor pumps in the marginally productive northern Sahel, should not continue.

The PVOs should increase efforts to establish linkages with commercial farmers and private sector entrepreneurs in order to improve both factor and product markets.

The PVOs should concentrate on activities that do not require the continual presence of the GOC or outside donors beyond the PACD. During the remainder of the project, however, they should make a stronger effort to develop the ability of the Chadian extension staff to transfer the developed technologies.

ATTACHMENTS

K. Attachments (List attachments submitted with this Evaluation Summary; always attach copy of full evaluation report, even if one was submitted earlier; attach studies, surveys, etc., from "on-going" evaluation, if relevant to the evaluation report.)

Mid-term Evaluation Report, Chad, PVO Development Initiatives Project (677-0051), May 1988

COMMENTS

L. Comments By Mission, AID/W Office and Borrower/Grantee On Full Report

The Mission is pleased with the quality of the evaluation report. The team made numerous site visits and presented a complete well-analyzed report. The PVOs reviewed a draft of the evaluation report, and many of their comments were incorporated into the final version. Thus, the PVOs are primarily in agreement with the evaluation findings. The Chadian government has not commented to date.

Although satisfied with the overall report, the Mission does not agree with all of the conclusions and recommendations. For example, the conclusion that food self-sufficiency aims are best served by concentrating on irrigation along the Chari and Logone rivers is probably not valid. Rainfed agriculture is practiced on a substantially larger area of the country, and technologies suitable for these conditions should also be developed and promoted. While agreeing with the comments regarding agroforestry, the Mission believes that agroforestry interventions, except for dune stabilization, can make a positive contribution to agricultural production and should be continued where appropriate. Also the Mission did not accept the recommendation to eliminate the assistant director position of the VITA credit program. Given the slow rate of new loan approvals and VITA's exploration of export marketing opportunities, this subproject needs the management oversight that an expatriate assistant director can provide.

The Mission has discovered some inconsistencies, as well as a lack of substantiating data, in the evaluation's benefit-cost analysis of Africare's water catchment structures. These problems call into question the positive results of this analysis, and the Mission is seeking additional information before taking action in this area.

The Mission has reorganized its management responsibility for this project and thus deferred the decision on the recommendation to hire a PSC project manager. This decision will be reconsidered after assessing workloads under the new organizational structure.

From the Mission's perspective, this project is difficult to manage financially. PVOs submit vouchers to AID/W, and there are numerous delays before this information is transmitted from FM/PAFD to the Mission. As a result, information on disbursements is constantly out of date and lacking in detail.

The evaluation emphasized the importance of agricultural markets as outlets for increased production. The Mission will consider using a small portion of the \$1.9 million that remains to be allocated for this project for use by a PVO interested in undertaking marketing activities.